

A Review of Employee's Job Performance on Leader's Leadership Behavior

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Abstract: Employee performance and leadership behavior are two of the most being discussed topics in organizational context. How to optimize leadership behavior, thus to improve employee performance and organizational performance, this has long been the key question which both scholars and practitioners want to solve from theoretic side and in practice. For a long time, people have focused their attention on leaders' part. Leaders possess a relatively dominant position in the organizational structure compared to the subordinate. They have bigger power and resources in hand. It is generally believed that leaders have much bigger influence and of much more critical importance in the dynamic relationship between leaders and subordinates. They are the part which plays the active role. But more and more practical phenomenon and the organization management theories suggest that in the subordinate-leaders dynamic structure, subordinate plays an increasingly important role. Factors from the subordinate level are being gradually taken seriously. At present, more and more researches have discussed the influence of subordinates' work performance on leaders' leadership behaviors. The traditional view is that high level subordinate performance is positively correlated with positive leadership behaviors, and low level subordinate performance is related to negative leadership behaviors. Existing research shows that the relationship between the two is far from consistent. In this paper, by analyzing the concept of leadership behaviors and subordinate work performance, and their relationships, we focus on what influence staff performance has on leader leadership behaviors and how it works. Therefore to enhance our understanding of their relationship, and provide new implications for the organization management practices.

Keywords: Employee-Leader Dyad, Job Performance, Leadership Behavior.

INTRODUCTION

Employee performance and leadership behavior are two of the most being discussed topics in organizational context. How to optimize leadership behaviors, thus to improve employee performance and organizational performance, this has long been the key question which both scholars and practitioners want to solve from theoretic side and in practice. In order to achieve the predetermined organizational goals, managers use management techniques to decompose organizational targets into small ones and specific tasks for subordinate to complete. They ensure that organizational goals can be achieved through the supervision of the whole goal completing course of the staff. And that to what level the employee achieve their respective targets in the organizational flow is known as the employees' work performance. As a whole, the overall result related to the organizational target is the organization performance. Obviously, the realization of organizational goals depends on leaders' leadership behaviors and subordinates' work performance. Therefore, to make sure that subordinates achieve high

work performance is the key to boost organizational performance.

For a long time, people have focused their attention on leaders' part. From organizational level goals to staff level specific goals, this requires leaders' efforts to decompose them. Leaders need to supervise and urge subordinates to perform well. Obviously, leaders process plays an important role in the organization in the guiding and supervision. Task flow decomposition and incentive and supervision mechanism adopted greatly affects the subordinate work enthusiasm and task performance. Good task process means higher organizational efficiency and low redundancy. And good incentive and supervision mechanism can stimulate the staff to the greatest extent. Therefore, managers have been pursuing optimization of leadership behavior in order to improve employee performance.

More and more practice and organizational management theories suggest that in the subordinate-leaders dynamic structure, subordinates plays an

increasingly important role. First of all, the subordinate performance affects the managers' leadership behaviors. According to traditional viewpoints, the subordinate is considered to be passive recipients and being influenced in the interactive relationship between leaders and subordinates. Positive leadership behaviors can make subordinates have higher job performance and bigger output; Negative leadership behaviors will lower the subordinates' work performance, thus reduce organizational outcomes. In another world, positive leadership behavior is associated with high subordinate job performance, negative leadership behavior is associated with lower staff job performance. But the existing studies have shown that high performance may also cause negative leadership behavior, such as high performance employees receive more leaders abusive management [1]. Secondly, due to the limitations of the rewards and punishment mechanism, organizational goals and individual goals may appear inconsistent. In this case, the staff's positive behavior may conflict with leader's personal goals, leaders may take a self-interested leadership behavior because of this, such as subordinate's disobeyed innovation behavior will be the cause of leaders' further suppression [2]. Finally, thanks to the advance of science and technology, organizational structure in modern enterprise is becoming much more flat, the power distance is becoming smaller, and the liquidity in the organization culture is fast increasing, which all to a certain extent contribute to the weakening of leaders' dominant position in the leader-subordinate relation. At the same time, the multiplicity of the social role in modern society has strengthened this impact. Therefore, subordinates is significantly gaining influence in the leader-subordinates interaction.

Work Performance and Leading Behavior

Employee's job performance and leader's leadership behavior are the two core themes of management activities. Employee's job performance measures how the employees behave in the work environment and it is a concrete description of a continuous goal-directed plan designed to motivate employees to increase output. Leadership behavior refers to leaders' behavior and attitude of leaders in different stages of organizational management process due to situations and tasks. The essence of management activities is to achieve the expected organizational goals through effective leadership behaviors, and down the root, the organizational goals are reflected in every employee's job performance. How to improve the management capacity to improve employee job performance and to better realize organizational intention is a question that a large number of scholars are trying to answer.

In the relationship between leaders and subordinates, people put more weights on leaders' side. And the expectation of improving organizational performance is more up to leaders' behaviors. Scholars

have also carried out a large number of theoretical and empirical studies to explore the internal mechanism of leadership behaviors affecting employee job performance. The logic behind this practice is that it is believed leaders occupy a much more dominant position in the leader-subordinate relationship. Leaders own a relatively dominant position in the organizational structure compared with the subordinate, occupies more resources, and have the power of deciding the reward and punishment. The performance of the employee is subordinate to the behavior of the leader, which means leaders' leadership behavior dramatically affect the subordinates' job performance. Positive leadership behavior is more likely to motivate employees to work better and produce better organizational outcomes. Fair leadership triggers a better incentive in employees [3]. Benevolent leaders are more likely to form high-quality leadership relationships, and subordinates will show more organizational citizenship behaviors [4]. Abusive leadership is positively correlated with the resignation intention of the subordinate [5]. And the authoritarian leadership behavior will restrain the organization voice of employees [6]. A large number of studies have shown that employees are governed by leaders, and leaders' leadership behaviors have a profound impact on employee job performance.

At present, more and more scholars realized that in the leader-subordinate dual dynamic structure, not only the leader's leadership behavior would be a decisive impact on subordinates performance, in turn, the subordinate's performance will also be an important impact on the leader's leadership behavior, namely, subordinates job performance and leaders' leadership behavior path. This is especially evident in modern enterprises with increasingly flat organizational structure and frequent changes in the relationship between superiors and subordinates. According to the logic that leadership behaviors determine the subordinates' work performance. Positive leadership behaviors are associated with high staff job performance. Negative leadership behaviors are more likely to lead to lower job performance. From the perspective of organizational justice, high performance should be encouraged and praised, and low performance be punished. Therefore, from this point of view, high performance is associated with positive leadership behaviors, and low performance leads to negative leadership behaviors, such as punishment and abuse. But in the real world, there are situations where high-performing subordinates do not get much more reward, or even suffer more negative leadership behaviors.

With the deepening of the research on the dynamic dual leadership-subordinate structure, the thinking of scholars turned to a two-way dynamic structure from the traditional leadership-subordinate one-way static structure. It is not only the leaders'

leadership behaviors affect the performance of the employee, that is, subordinates adapt their performance according to the behavior of the leader; but leaders also adjust their behavior according to the subordinates' job performance. Therefore, in a leader-subordinate dynamic structure, the two interactively influence each other.

The Impact of Subordinate's Work Performance on Leader's Leadership behavior

Previous studies have focused more on how leaders' leadership behaviors affect subordinates' performance, and scholars try to explore the mechanism of this effect. With increasing importance of subordinates in the leader-subordinate dynamic structure, the subject that how subordinate job performance will affect the leader's leadership behavior comes into the sights of a large number of scholars.

Subordinate Work Performance Influence Leader's Positive Leadership behavior

From the perspective of organizational justice, employees who perform well deserve to be rewarded, and employees who perform poorly are supposed to be punished. In other words, high performance employees are more subject to positive leadership behaviors, and low performance employees are more negatively associated with negative leadership behavior. Only when organizational management activities conform to the principle of awarding the excellence and punishing the poor behaving can organizational justice be ensured, and overall organizational stability and organization performance are possible.

Wang H *et al.*, [7] empirical research shows that high-performance employees are more likely to be favored by empowering leaders and are given more power and freedom. Excellent job performance is a strong evidence of employee's ability and attitude on the work, so the leaders believe that the high performance subordinates are more likely to maintain high performance. In this case, the empowerment is not only as a reward and recognition, and also aim to create a show stage for the employee. Yang F *et al.*, [3] found that high performance employees make spiritual leaders more charismatic, and leaders are more energetic and passionate, and more infectious. Widiyanto S *et al.*, [8] indicated that high performance subordinates were more likely to form benign organizational interactions with transformational leaders.

Subordinate's Work Performance Influence Leader's negative Leadership behavior

In organizational management activities, leaders always play the role of reconciling organizational goals and individual goals. Use management to align the individual interests and organizational interests of employees as closely as possible to achieve the optimal incentive effect and

ensure that the organizational goals are achieved. As an individual, this attribute of leader has long been ignored. The leader represents the organization to carry out certain management functions, which means that the individual interests of the leader are consistent with the organizational interests. The reality is that leaders' personal interests often clash with organizational interests. In the organizational situation, the optimal efficiency and organizational results can be achieved only when the organizational goal, the subordinate personal goal, and the leader's personal goal are compatible. When leaders' personal goals and organizational goals conflict, high performance of employees may lead to negative leadership behaviors of leaders. When subordinates' personal goals and organizational goals are inconsistent, subordinates' high performance can lead to negative leadership behaviors of leaders.

Tepper, Moss, and Duffy [9] examined the role of subordinate performance as an antecedent to abusive supervision. Tepper, Duffy, and Breauz-Soignet [10] have hinted that there may be circumstances when high, rather than low, performance may inspire the victimization of subordinates by supervisors. This proposition corresponds with recent studies that show that high performers may be the targets of victimization by their colleagues [11]. Building on the work of Tepper, Moss, *et al.*, [9] and Tepper, Duffy, *et al.*, [10] and social dominance theory [12], Khan *et al.*, [1] verify that subordinate's high performance may lead to abusive supervision.

Prospects

This year, research on leader-subordinate relation turns from the path of leaders-subordinates to attach equal attention to subordinates-leaders path. This shows the change of thinking from the static and one-way leader-subordinate mechanism into overall consideration of the leader-subordinate dual dynamic structure. This perspective is much more comprehensive, more close to reality, and is conducive to enhance the research about the relation between leader-subordinate dynamic dyad, so as to expand management theory and solve practical problems.

At the same time, this change also reflects the scholars' attention to the factors of employee side. Employees as the ultimate foothold of organization performance, with the flattening of the modern enterprise organization structure and the organization attribute of high empowerment, employees have more autonomy. All these factors together also increase the influence of the employees may have. So as its importance in the organization.

Because the two side have interactive influence each other in the leader-subordinate dynamic structure, moreover, the subordinate's adaptation to the leader's leadership behavior, leaders adjust themselves to the response of the subordinate's performance, it is

certain that there will be a lag in the time dimension. Therefore, in order to accurately grasp the dynamic relationship of the leader and its influence and mechanism, it is necessary to adopt the method and perspective of long time perspective.

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